

Modernizing California - Information and Tools

Alphabetical Listing

Tool	Description	Uses
Aligning Workforce with Strategy Checklist/Scorecard (Coming Soon)	This tool will provide a checklist of items for agencies and departments to ensure that the HR program aligns with the organizational mission and goals and is as strong as it can be.	This will assist departments to align their HR Program with the organizations mission and goals.
Baseline Survey Results	This survey polled departments about innovative HR practices that have the potential to be applied statewide. Data from this survey was used to set a baseline for measuring progress in modernizing the State's HR system.	Baseline survey results and initial analysis performed reinforced the goals and objectives of HR Mod's strategic plan and corresponding accomplishments. Findings also support the project's path, direction, and planned activities.
Behavior-Based Interview Questions	Samples of behavior-based interview questions.	These questions can be used or tailored to a position to elicit the responses that will help hiring managers assess the candidate's experience.
Behavior-Based Reference Check Questions	Sample behavior-based reference check questions.	These questions can be used or tailored to a position to elicit responses from references consistent with what is required for the job and confirm what the applicant said during the interview. These questions will further assist the hiring managers with assessing a candidate's experience.
Behavioral Interviewing	An overview of behavioral interviewing which is based on the premise that past performance is the best indicator of future performance. The questions are designed for the candidate to give specific information on how he/she has handled or reacted to situations in the past that are likely to come up in the job for which you are recruiting.	HR professionals, managers, supervisors, and applicants for jobs can integrate this best practice hiring technique to match the right people to the right jobs.
Best Practice Scorecards to Evaluate: <ul style="list-style-type: none">o Trainerso Training Programso Training Courses	Tools to evaluate trainers, training programs, and training courses.	Training Managers ,Training Officers, or anyone evaluating the purchase of training services can use these scorecards as checklists to match training to their individual or organizational needs. Training Officers and external training providers can also review their training services to find ways to improve the services provided, and ensure their training translates to results back on the job.
Building Return on Investment into Training Programs <ul style="list-style-type: none">o Measuring impact and ROI - PowerPoint presentationo Measuring ROI in the Public Sectoro Measuring ROI in the Public Sector Course Materialso How to calculate ROI in government training programs - PDF	Training is often times viewed as an expenditure rather than an investment. Trends in training program management show that employees and executives want to know how their training investments (time and money) provide a positive return to their employees and organization.	These resources assist training officers and external training providers with the tools and techniques needed to demonstrate the value of their learning programs.
California Merit Principle - An Overview	An overview of the California merit principle, including legal citation and references.	Explains the importance, history, and implementation of the merit principle in California civil service.

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California Merit System and Three Rank Pilot	An overview of the California merit system and the impact of the Three Rank Eligible List Pilot.	Displays the California merit system, the impact of the Three Rank Eligible List Pilot and the benefits to the State of California, employees and the public.
Competency Based Job Announcement For First Level Supervisor	This document shows how competencies can be incorporated into job announcements.	HR professionals, managers, and supervisors can now incorporate general competencies from the Leadership Competency Model into job announcements for specific classifications. This informs potential applicants of the soft skills necessary for successful job performance before they apply for the job.
Competency Based Job Description For First Level Supervisor	This document shows how competencies can be incorporated into job descriptions along with duties and tasks.	HR professionals, managers, and supervisors, can now incorporate general competencies from the Leadership Competency Model into job descriptions for specific classifications. Competencies add the dimension of how the work is done to the job description (Duty Statement). This allows applicants to know the soft skills necessary for a successful job performance.
Competency Development Activity Guides (Coming Soon)	These resource guides (one for each leadership competency) will contain activities, sample goals,and coaching guidance for managers and training officers.	These resource guides provide a wealth of resources for current and future leaders in the state to build and develop their leadership competencies.
Competency Dictionary for the State of California	The dictionary defines general competencies and identifies behaviors associated with each competency.	Provides standardized terms for describing work that can be used when developing job descriptions, exams, interview questions, training, and employee evaluations.
Employee Performance Management (Coming Soon) <ul style="list-style-type: none">o Sample Assessment Toolso Sample Individual Performance Evaluation - First Level Supervisoro Performance Discussion Guide	Information to assess an individual's possession of the competencies required to be a successful leader.	Employees and applicants can assess their possession of the competencies required to be a successful leader.
General Competency and Consolidated Classification Development Structure	A flowchart that identies the methods and processes for creating create competency models and incorporating them into class specifications and examinations.	shows the process used to develop competency models and incorporate them into potential classification structure changes.
HR Modernization - Legislative Report 2009	HR Modernization's report to the Legislature for 2009	Provided status, progress, accomplishments, and challenges that faced this important statewide project in 2009.
HR Modernization - Legislative Report 2010	HR Modernization's report to the Legislature for 2010	Provides status, progress, latest accomplishments, and new challenges facing this important statewide project in 2010.

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HR Modernization - Strategic Plan	Outlines the Mission and Goals of the HR Modernization Project.	Understanding the mission and goals helps everyone see how the vision will be applied in day-to-day HR activities.
HR Modernization - The Vision	The Executive Project Director explains the vision, mission, objectives, and benefits of moving from a task and duty-based HR system to an integrated competency-based HR system.	Understanding the vision helps everyone plan and prepare for the modernization of the human resource program.
Interview Guides for Leadership Competency Model (Coming Soon)	Sample Interview guides that incorporate behavior-based interview questions, behavioral interviewing techniques, and the leadership competency models into one interview tool.	The guides can be tailored by HR professionals, managers, and supervisors to assist them with hiring the right people for their leadership positions. All general leadership competencies are included in the guides. Technical and organizational competencies must be added to tailor the interview for position specific requirements beyond the general competencies. Individuals preparing for interviews may also use these guides.
Leadership Competency Model	Competency Model describing the general competencies (soft skills) needed by supervisors, managers, and executives. It identifies behavioral indicators, classification and proficiency levels, and performance benchmarks for each behavioral indicator at the successful performance level.	Provides standardized terms for describing the behaviors of successful leaders. This information provides a foundation for developing job descriptions, exams, interview questions, training, career planning, and evaluations for leadership positions.
Learning and Career Development <ul style="list-style-type: none">o How to Prepare to Become an Analysto How to Prepare to Become a Supervisoro Basic 80 Hour Supervision Training - Free and Downloadableo Alternatives to Meet the Basic Supervision Training Mandates (PML)	HR strategies to ensure ready candidate pools exist to fill vacancies.	These tools and resources assist state agencies and departments with workforce plan development and implementation to.
Minimum Qualifications Screening Tools (Coming Soon)	Forms used to document a candidate's minimum qualifications.	HR professionals, managers, and supervisors can more efficiently verify candidates eligibility.
Modernizing California’s HR Program	An overview of competencies including what they are, how they are developed, and ways to integrate them into all HR functions.	Explains how competencies may be incorporated into the different HR functions.
New Statewide Training Portal	A one-stop-shop training website to provide information on training opportunities for employees, job candidates, and training officers.	Provides one place for people to go to see the various training opportunities that are available.
On-Boarding Plan For First Level Supervisor	Sample On-Boarding Plan identifies what steps can be taken to ensure the needs of new employees and the organization are addressed.	The On-Boarding Plan provides a checklist of activities that can be tailored by HR professionals, hiring managers, and supervisors to assimilate new employees into the work place and provide the tools and knowledge they need to become successful at their new job.

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Performance Management Cycle	Shows how performance management is a cycle and a process of planning, observing, developing, evaluating, and recognizing employees as they perform on the job.	Reinforces that performance management is more than the annual evaluations of employees, and includes mechanisms to develop employees and help them with their self-development.
Statewide Google On-line Training Calendar	A calendar showing training classes presented by various departments.	This will encourage, enhance, and support collaboration across departments by allowing trainers to open up attendance to employees from other departments when the classes do not fill up.
Strategic Planning and Organizational Performance Measurement <ul style="list-style-type: none">o Strategic Planning Guidelines Published by Department of Financeo Basic Description of Strategic Planningo Strategy and Leadershipo Performance Measurement: Guidelines, Myths, and Exampleso Quality Management - Safari ebooks through the CA State Library Subscription o Organization Performance Management 101o State of California Organizational Performance Management Staff Handbook	A strategic planning and performance measurement staff training handbook and other relevant resources.	These training tools and resources are provided here to assist employees working in these functions statewide. Those wishing to develop knowledge in these areas can also use this information.
Training Officer Self Assessment Tool linked to Resources	An assessment tool for those already working in training roles and those wishing to become Training Officers to evaluate and enhance their skills.	Provides a way for trainers to assess their skills/knowledge and determine where development may be needed to enhance their training skills and knowledge which will add value to their training. Resources links are provided to help gain knowledge in pertinent area. This tool will also be valuable when used by people who are interested in working in the training field.
Virtual Help Desk for Managers and Supervisors <ul style="list-style-type: none">o Selection Processo Job Descriptionso On Boarding - Orienting to Successo Supervisors' Responsibilities During the Probation Period	The Virtual Help Desk for Managers and Supervisors provides a high-level overview of basic personnel processes.	The help desk is designed to provide basic information, ideas, suggestions, best practices, etc. to managers and supervisors. It is not a replacement for the consultants in the HR Offices and is not meant to replace or supersede any department policies that are in place.
Virtual Help Desk for Analysts (coming soon)	A HR tool to ensure a ready candidate pool exists to fill analyst vacancies.	This Guide will help staff develop analyst skills and help supervisors develop their staff into analysts.
Workforce Planning Website <ul style="list-style-type: none">o What is Workforce Planning?	Strategically aligns an organization's human capital with its business direction by assisting agency leadership in making HR decisions based on their agency's mission, strategic plan, budgetary resources, and desired job knowledge and skills	Workforce planning enables an organization to proactively plan for and address changes in the workforce, provides an awareness of workforce composition now and in the future, and encourages organizations to more effectively and specifically develop existing and newly hired staff.

Please Note: Tools that are not highlighted in blue and do not have a hyperlink are coming soon. Please check back at a later date.